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July-August 1958

SUPPORT BULLETIN

FOR INFORMATION OF HEADQUARTERS
AND FIELD PERSONNEL

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PURPOSE

The Support Bulletin, published periodically, is designed to keep headquarters and field personnel informed on administrative, personnel, and support matters. The Support Bulletin is not directive in nature but rather attempts to present items which, in general, are of interest to all personnel and, in particular, of interest to those employees occupying various support positions. Suggestions and constructive criticism from both headquarters and field personnel are encouraged.

NOTE: — This bulletin is *for information only*. It does not constitute authority for action and is in no way a substitute for regulatory material.

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SUPPORT SERVICES CAREER DEVELOPMENT

The Administration Career Service and the other Career Services among the Support components have reached the stage in individual Career Service identification, training, experience, and evaluation where it is desirable and practicable to proceed in a more formal manner to:

a. Identify and assign to senior Support positions abroad the best qualified Support personnel, in consideration of the requirements of specific positions, regardless of Career Service designations.

b. Afford maximum use of personnel through assignments, to one of the Support components, of generalists who cannot profitably be assigned at a given time within the general administrative field, or who have demonstrated greater suitability for a specialty.

c. Develop junior-grade generalists through planned assignments in appropriate Support components or by progression into the senior general administrative positions.

As a means of accomplishing the above, the following actions will be taken:

a. All general support or administrative positions, GS-13 and above, at headquarters and in the field, will be considered rotational positions which may be filled by members of any of the Support Career Services, and those members of such services will be identified who are considered qualified or potential candidates for general support duties (or a combination of specialties such as the Certifying-Administrative Officer in some stations).

b. In all cases of completion of a tour of duty in the rotational positions referred to in paragraph a immediately above, the proposed new assignment will be referred to the Administration Career Board for its recommendation. These cases will include persons belonging to the Support Administration (SA) Service plus those persons drawn from the other Support Services.

Normally such cases will result in the assignment of SA personnel to general administrative duties at headquarters or overseas and the return of all others to their parent service. However, all cases will be carefully reviewed in order to insure full consideration of the special needs of each component or Career Service and to insure profitable and expeditious assignment in cases where the parent component or Career Service cannot provide timely assignment. In such cases, except where there is intent to change the employee's long-term career direction, he will retain his appropriate Career Service designation regardless of the component or Career Service to which he is assigned for a definite or indefinite tour.

c. Reincorporate in the Administration Career Service qualified generalists now designated as "DA" (special administrative personnel in grades GS-11 and below). Considering the imbalance of field and headquarters positions in this category, it will be necessary, on occasions, to assign employees from these positions to regular positions of the specialist services.

The procedures to be followed are:

a. Identification and assignment of members of specialist services to general support positions will be by action of the Administration Career Service mechanism including, but not limited to, nominations by the specialist services.

b. Reassignment of all employees from rotational assignments will be by action of the Administration Career Service mechanism in directing assignment either to another general support position or to one of the specialist Career Services for appropriate assignment by that service.

It is anticipated that the number of "specialists" going into general Support positions and the number of "generalists" going into the specialist services will be small. However, a more formal method of selection than has existed in the past is considered essential to the continued improvement of all the Support Services.

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HOW TO MAKE A GOOD SPEECH WITH MINIMUM EFFORT

(NOTE — While it is recognized that Organization employees are rarely called upon to make public speeches and that there are certain limitations on such activities, this article is published as an item of general interest.)

According to a leading expert, there are several shortcuts and simple techniques that are helpful to persons called upon to address large groups. "Minimum effort" is the term this expert uses to refer to such techniques.

This "minimum effort" requires a new approach to listening to other speakers, especially those you know in advance to be good.

But first, think back to the last speech you heard, good or bad. Multiply, roughly, the number of people in the audience by the number of minutes used by and for the speaker. Then estimate the average hourly salary of those present and compute the cost of his words. If you believe time is money, this mental arithmetic should reveal your responsibility to exert at least a minimum effort the next time you are called upon to speak.

While listening to a good speaker, listen as a critic. Note his acknowledgement of the introduction. Does he have an easy manner which enables him to accept praise or flattery graciously? This is his first impression upon his listeners. Does he address the chair, recognize dignitaries at the speaker's table, and, of course, the audience? Rightly or wrongly, listeners interpret this practice as the mark of a professional. So that's Minimum Effort #1.

His first sentence is his attempt to "hook" the interest of the audience. Be it a question, a dramatic shocker, or a quotation, is it a sharp enough hook to assure interest beyond the one minute that normal curiosity and courtesy prevail? If he's a professional, it's one of the two sentences in his speech he has memorized (Minimum Effort #2).

Before this good speaker is far along, you'll know where he's going. If the presentation is nontechnical, he will never read his remarks. Leaning on a crutch creates a limp-

ing performance more often than it cures one. He probably will refer to no more than a three-by-five card with a bare outline typed in caps. But if he uses statistics he will refer to his notes even if he knows them; it lends believability.

If he's presenting a technical paper, you'll recognize his exercising of the adage, "First you tell'em you're gonna tell'em; then you tell'em; then you tell'em you told'em." In this case, he'll probably be referring to a manuscript that is triple-spaced and in all capital letters so he can read easily and still maintain occasional eye contact with *individuals* at the speaker's table, in the third row, and *in the rear of the room* (Minimum Effort #3). Several of his key sentences will be underlined so he will be reminded to remember proper voice inflection.

Also early in an expert's speech, you will recognize organization of facts. Listeners assume that an orderly presentation reflects an orderly mind. The amateur can best achieve such orderliness by presenting his major points in a "one, two, three" or "A, B, C" fashion (Minimum Effort #4).

This stimulates natural gestures with the fingers and hands. Thus, one of the professional's strong points — his meaningful gestures — can be emulated with no effort.

A similar trick is the "planting" of phrases or sentences that encourage automatic voice inflection (Minimum Effort #5). No one enjoys listening to a monotone. Peaks and valleys of the voice keep listeners awake and increase the odds they'll be interested in what you're saying.

Never offer an apology for your efforts, no matter how humble you may feel they are. If you don't apologize, your listeners may not notice your weaknesses. Or, as one wag put it, "Never apologize; your friends don't need it and your enemies won't believe you anyway."

It becomes increasingly apparent that *some* preparation for a speech is essential, even for the amateur. Advance assistance by the program chairman should include information about the known circumstances which can help the "once-in-a-while" look like a pro.

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Will a microphone be used? Is it desirable to have copies of your speech available for distribution? How much time are you expected to use? (Adhere to your schedule and you have at least the gratitude of the chairman and the audience. Violate it by talking too long and you risk losing all.)

There are a few basic rules about speaking which should appear quite logical to the once-in-a-while speaker, although some are violated surprisingly often. One is to *build word-pictures by using plenty of "for examples"* (Minimum Effort #6). A bit of casual reading of collections of anecdotes, similes, quotations, etc., will provide a mental stockpile of flexible tools. And don't worry about everyone in your audience having "heard it before." It's amazing to professionals how many times they can tell the same story to new audiences and still get laughs from all but a few who hear too many speeches. A few basic stories in one's tool kit can be adapted to fit the audiences.

This brings up a point at which many amateurs are flustered. Too many try to be funny with a joke that is told only for the sake of a laugh. Humorous stories can fall flat, and many an amateur has been stunned beyond composure by the silence that sometimes tells him it wasn't really so funny. *Stories should be used only to illustrate a point* (Minimum

Effort #7). Then if a laugh doesn't follow, no harm is done, and chances are there is silent internal appreciation of the clever way the point was driven home. Obviously, the "I-get-a-laugh-every-time" speaker will appropriately ignore this advice.

"Butterflies" in the stomach are not restricted to once-in-a-whilers. The pro's have them, too. Don't expect to lose them. Actors, fighters, and public speakers simply learn to control them or live with them.

As with every effort, there must be a goal. The once-in-a-while must adopt one rule of the pro if he is to be certain of having a conclusion with swap. That rule is: memorize your conclusion (Minimum Effort #8). That insures a clean finish: no rambling and stuttering as you search for any weak finish, such as "Thank you," which will let you sit down.

You may be giving an inspirational pitch in times of adversity. An appropriate conclusion might be a quotation, "The world cares little about the storms we'll encounter. But will we bring in the ship?" Then sit down. This lends itself to meaningful applause. You can make it easier for the audience to applaud. If you would be a better-than-average-once-in-a-while, review quickly the eight Minimum Effort aids.

If you want your ship to come in, you first must launch it.

THE SPEAKER'S RULES OF TONGUE

1. Never apologize. Let them find you out.
2. Be a ham, yes, but have meat in your speech, too.
3. Plant phrases that necessitate gestures and plant phrases that stimulate voice modulation.
4. Look at individuals in the audience and speak up, unless you're embarrassed by your lack of preparation and its inevitable consequences.
5. Use plenty of illustrations and periods. Your listeners aren't much smarter than you.
6. Don't thank an audience, unless they suffered politely.
7. Leave'em laughing or leave'em fighting mad, but leave'em promptly and cleanly. When you've said your say, stop.

MANAGEMENT TOOLS

RECORDS MANAGEMENT AND SPACE PROBLEMS

Two previous Support Bulletin articles in this series have dealt with efficient filing methods, correct use of filing supplies and equipment, and the economy of bulk storage for inactive records.

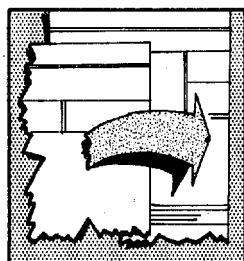
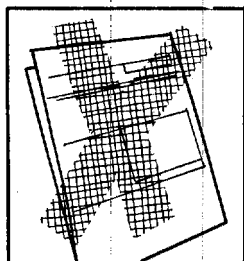
Let's now consider another element of the problem: paperwork, for today's paperwork is tomorrow's records.

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For example, consider the forms you are using. If they were not designed and printed according to the Organization's forms standards they are probably taking up 20 percent to 40 percent more file space than necessary. When did you last review your forms for possible . . .

ELIMINATION of unnecessary forms, copies of forms, or items on forms.

CONSOLIDATION of two or more forms or parts of forms.



IMPROVEMENTS in design and size for more efficient handling.

REFINEMENTS in reproduction, distribution, and stocking methods.

REPORTS

How about the administrative reports you either require or prepare? Have you studied them lately for . . .

- **DUPLICATION** . . . Do they repeat or overlap other reports?
- **NONESSENTIALS** . Do they include extraneous unrequired matter?
- **FREQUENCY** Are their frequencies consistent with the need for information?
- **DUE DATES** Do they avoid peak workload periods and allow enough preparation time, without overtime?
- **FORMAT** Are they efficient to transmit and use without added correspondence or explanation?
- **DISTRIBUTION** . . Are they sent to too many people?



CORRESPONDENCE

What about your correspondence? Are these "unnecessaries" common in your office?

- **UNNECESSARY CORRESPONDENCE** . . . The creation of another memorandum or letter when an alternate could be used, such as:

Phone call or personal contact
Routing and Record Sheet
Transmittal Slip
Concurrence or approval on the original document.

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• UNNECESSARY COPIES . . .

Those extra courtesy or information copies which create unnecessary files in uninterested or marginally concerned offices. Specific, realistic copy needs save file space and preparation time.

• UNNECESSARY WORDS . . .

Spendthrifts in words waste file space. Consider the formula: Shortness, Simplicity, Sincerity, and Strength.

• UNNECESSARY REWRITES . . .

Careful preparation and review of the first draft will eliminate unnecessary redrafts, copies of which invariably are filed in overcrowded files.

SPACE PROBLEM?

Do you have a space problem? Consider it now in the light of your answers to these questions . . .

What filing methods, supplies and equipment can be used to save space and improve record keeping?

What papers can be withheld from files altogether?

What records can be destroyed or retired?

What records should not be created in the first place?

THE NEW FITNESS REPORT

The new fitness reporting system for the Organization will become effective 1 January 1959. The new form will be available in the field and headquarters before that time.

The Fitness Report is contained in one page with an attached Instruction Sheet, which eliminates the need for a handbook. The new procedure for submitting annual reports provides for a schedule of due dates which is based on grade levels, replacing the old cycle based on EOD dates. This system results in all individuals in the same grade level being evaluated at the same time.

The form and procedures, which were developed by a task force working under instructions from the Career Council and had its approval, were sent to 60 selected supervisors in the Organization for review and comment. This test run was very successful and many valuable suggestions were made and have been incorporated in the new form.

Every effort has been made to develop an effective fitness reporting mechanism and it is hoped that this new system will help in producing good personnel-evaluation information, which is essential to management in our Organization.

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PROGRESS ON THE NEW BUILDING

By the time this item appears in the Support Bulletin we will be awaiting bids on what is generally recognized as the first significant step in the erection of a large building. That is the job of digging a "hole in the ground." Bids will be submitted on 9 September for the excavation of the actual building site and for pouring the concrete foundations on which the building will rest. Actual work is expected to start 1 October.

Up to the present time construction work has been performed on the site as a whole, rather than on the building. Last October work started on clearing and grubbing. This meant the actual removal of trees and brush from about half of the 137-acre tract of land and the cleaning or removal of dead trees and brush from the rest of the site. This work was completed in March 1958 and by that time a contract had been let for grading the site to bring it to the proper elevations as determined by our site planners, and for the installation of drainage structures designed to carry off surface water from rainfall and from several springs in the area. Under this contract the roads on the site and the parking areas are being graded and some of them will be given a gravel surface treatment so that they may be used by the building contractor to bring in his supplies and equipment.

The weather has been unfavorable most of the time since work started last October. Summer and early fall of last year were marked by long dry spells ideal for construction work but almost as soon as clearing and grubbing started we had heavy rains. Last winter the snow storms were the worst we had had in this area for years and so far this spring and summer rainfall is well above normal. In spite of this we are maintaining our schedule. The grading and drainage contractor is expected to finish by the end of September as his contract provides.

The Excavation and Foundation Contract will require approximately 6 months and before that work is completed we expect to have a contract for the construction of the build-

ing itself. Probably 6 to 9 months' time has been saved by making separate contracts for the clearing and grubbing, grading and drainage, and excavation and foundations. All of this will have been accomplished while our architects have been preparing the complex detailed plans required for the main building.

While the work described above has been under way on our site, equally important work has been started off the site. Considerable progress has been made on highway work. The new four-lane highway leading to the north entrance to our site is completely graded. Piers for the several bridges on this highway are completed. The entire project is scheduled to be paved and ready for use by the end of 1959, well in advance of our 1961 moving date. Within the last month work has been started on widening the half mile of existing highway leading to our south entrance.

County officials are proceeding with their plans for installing water and sewer lines and for building pumping stations necessary for these facilities. Plans for the electric power station that will supply our building are also well along.

AWARDS GRANTED FOR LANGUAGE SKILLS

In the last issue of the Support Bulletin, you read of the procedures for administration of foreign language proficiency tests. Enthusiasm for the program continues to grow. Many employees who were unable to meet a scheduled date for a test in the first half of the year are now arranging to be tested during this latter half.

Thus far this year awards for the achievement and maintenance of foreign language skills have totalled approximately \$60,000. The amounts of individual awards have ranged from a low of \$25 to a high of \$400.

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SUGGESTION AWARDS PROGRAM

Since the last Support Bulletin went to press, the Organization has awarded \$3,000 to two employees who collaborated in a suggestion of significant value to our activities. This is the second largest award in the history of the Organization. The largest was for \$8,500 and was described in our September-October 1957 Support Bulletin.

These suggesters were honored at a ceremony on 24 July, at which the senior officials of the Organization paid tribute to them. The award winners were presented with Certificates of Appreciation, their checks, and commendation letters, copies of which have been placed in their personnel folders.

The Deputy Director stressed that he and the Director are extremely interested in the Suggestion Awards Program because it stimulates and encourages ideas, the very core of our business.

The Chairman, Suggestion Awards Committee commented that the legislation creating the Federal Incentive Awards Program permits recognition and awards for significant suggestions made in the line of duty, when such suggestions are so superior or meritorious as to warrant special recognition.

The Chairman also stated that our *larger* awards for the last twelve months total nearly \$15,000, that a successful Suggestion Awards Program means our people are thinking about work improvement, and that we cannot ever have too much of this.

In addition to the \$3,000 award, sixteen employees received cash awards and Letters of Appreciation for other suggestions. Some of these are reviewed here with the hope that they or adaptations of them may be usable in the reader's office. If this proves true, please inform the Executive Secretary of the Suggestion Awards Committee, because the additional use may entitle the original suggester to an additional award.

A most significant suggestion was the proposal that a brief of references be typed under the text of a cable to further identify cables

when the text is not self-explanatory. For this suggestion, the Committee voted an award of \$450, to be accompanied by a Certificate of Appreciation from the Director.

Another suggester devised a means of using plastic tapes for certain types of communications traffic, which saved considerable man-hours. He received an award of \$160. The director of the suggester's office also wrote a memorandum commending this suggester on his overall good work, proclaiming this suggestion a typical example of the interest and initiative the suggester shows in the Organization.

One employee observed that chart paper was needlessly being used with the Brush Recorder in his office, and suggested that less expensive adding-machine paper be substituted. This suggestion earned a \$70 award.

Fifty-dollar awards were made to two suggesters for revisions in forms. One proposed a change in the present design of Form No. 240a, Couriers' Classified Mail Receipt, to include perforation on both parts of the receipt and carbon interleaf of the two-part set. The other suggested a change in Form No. 610a, Routing and Records Sheet, to include: "On filing documents in permanent case file, destroy back pink sheet, locator cards, and abstract slips."

Please remember to advise the Executive Secretary, Suggestion Awards Committee if any of the above suggestions are usable in your office.

LONG-TERM TRAINING SCHEDULE PUBLISHED

For those at headquarters who may wish to plan training for themselves or for personnel under their supervision, the Office of Training has published a list of scheduled courses covering the period from September 1958 through June 1959. Arrangements for enrollment will be made through the Registrar of the Office of Training.

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PAY STUDY

On July 15 the President sent to Congress a message outlining his proposal for a comprehensive study of the compensation of Federal employees. He asked Congress to create a commission to undertake the study, and a bill was introduced in the House on July 17 for this purpose. The Administration is optimistic over the possibilities for congressional approval of the proposal, which was discussed informally with congressional leaders before submission. *

The President's proposal calls for a 15-man commission, to be composed of four members of the Senate, four members of the House, three members of the executive branch, three representing the public, and a chairman. The chairman and those from the executive branch and the public would be appointed by the President. One of the Presidential appointees is expected to be an employee leader.

In his message to Congress, the President said that debates in Congress on the recent Postal and Classified Pay Bills had emphasized the problems inherent in a system which depended for the most part on the legislative process for the periodic adjustment of salary schedules. He pointed out that the salaries of most white-collar workers had, over the past 10 years, been adjusted on the average of once every 2½ years. By contrast, blue-collar workers had averaged one adjustment annually. As a result, he said, supervisors in some establishments were receiving less money than their blue-collar subordinates.

The President called attention to the fact that it had been more than 30 years since a comprehensive review of Federal compensation had been made. During that period, he said, the size and complexity of the Government had increased enormously. He noted that there were now at least 77 different pay plans in the executive branch alone and that there were more than 300 different statutes bearing on the pay of Federal employees.

* Congress adjourned without taking action on this measure.

In outlining the commission's sphere of study, the President emphasized his desire for recommendations as to the criteria to be followed in creating a sound basic compensation structure and in determining the actual salaries to be paid under the basic structure; the methods to be employed in making salary adjustments without impairing the basic structure; the criteria to be followed in determining whether, in a particular case, a special pay system is needed; the criteria to be followed in establishing sound relationships between systems, between the compensation of career employees and that of elected and appointed officials, and between salaries paid in the three branches of the Government; and the feasibility and advisability of increased administrative authority to fix and adjust salaries, and the means of exercising such authority.

The Administration's view seems to be that piecemeal legislation of the past three decades, although accomplishing temporary and narrowly defined objectives, has greatly complicated and greatly distorted what were, at their inception, fundamentally sound salary structures. The Administration reportedly considers the following to be some of the changes needed to correct this:

1. Higher salaries for executives. In his message to Congress the President said that the rigidity of the pay of top Government officials had had the effect of depressing the salaries of career employees in the upper grades. The Administration feels that Congress had already indicated its recognition of this problem by recently increasing substantially the pay of the top-ranking military officers.

2. In addition to the regular periodic step-increases, the Administration desires in-grade promotions as rewards for proficiency. They view the step-increase as a device to recognize the experience which naturally comes with service but feel that it is a simple reality that from a given period of service some employees will profit more than others in terms of increased ability.

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3. The Administration desires to see above-minimum rates of pay for above-average people.

4. Each grade promotion, in the Administration's view, should result in at least the equivalent of two step-increases. At present the minimum is the equivalent of one step-increase.

5. In addition to the above, liberalization of longevity step-increases is also sought.

The President's outline of the proposed commission's work closely follows the recommendations of the report of the Cabinet steering committee headed by the Under Secretary of Labor. That committee recently finished its work and reported to the President. The committee recommended Presidential authority to fix and adjust Federal salaries; a new pay scale, keyed to nation-wide industrial levels; and "meaningful" pay differences between grades and wider ranges within grades, with advancement on merit as well as service.

The President has expressed the hope that legislation to implement his proposal would be enacted during the current session of Congress. The commission to be created as a result of such legislation would be expected to complete its work and to submit a report to the President and Congress before 1 January 1960. Federal employees will watch with great interest the progress of the Administration's proposal.

that we no longer will have to wade through pages of regulations which do not pertain to the operation of our station in order to find the one or two paragraphs or pages of a given regulation which do apply. In this respect, the marginal references are especially handy, since in cases where it is necessary to read certain regulations in more detail, having the precise reference immediately available means that we can go directly to the regulation or portion thereof in the Field Manual without further time-consuming searching. The time saved by this feature alone makes the Digest worthwhile.

"2. The chapter at the end of the Digest entitled 'Recurring Reports' is of particular assistance, since suspense dates and deadlines for such reports are easily lost sight of when the reminders are scattered throughout the two unwieldy volumes of the Field Manual. We have already made several additions to the list of required reports and will continue to expand this checklist as new requirements come to our attention.

"3. We wish to express our appreciation for the work and the careful preparation which went into making the Digest a really useful contribution toward easing our handling of the administrative work and increasing our administrative efficiency."

COMMENT ON DIGEST OF FIELD REGULATIONS

We were pleased to receive the following dispatch from one of our field stations commenting on the recently issued Digest:

"1. The Regulations Digest for Small Field Stations is the answer to this Station's prayer for a clear, concise, easy-to-handle and easy-to-store Field Manual. We were impressed especially by the general organization of the Digest and by the fact

FUND DRIVE

We now have final reports on the success of the spring fund drives for the National Health Agencies and for the Joint Crusade including CARE and Crusade for Freedom.

The Organization contributed \$22,407.99 to the National Health Agencies. The average gift for each contributor compared favorably with a Governmentwide average and exceeded the average for all but one of the major departments.

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Our donations of \$9,619.30 to the Joint Crusade represent an average gift that compared favorably with the Government average. Only one major department had a higher average per giver.

We will soon begin the 1958 United Givers Fund campaign and fully expect that we will maintain our high standard of generosity to such worthy causes.

CERTIFICATE OF MERIT WITH DISTINCTION

The Director has recently approved the establishment of an additional Organization award, the Certificate of Merit with Distinction, which is accompanied by an honorarium that may vary between \$200 and \$5,000. This certificate may be awarded to any person officially affiliated with the Organization for meritorious service or outstanding performance, which may include acceptance of hazard or unusual conditions beyond the normal requirements of assigned duties. The honorarium will be given to all individuals to whom this award is made unless the recipient is prohibited by law from receiving additional compensation.

The Career Council felt there is a need in the Organization for an additional certificate with a flexible monetary emolument in order to permit recognition of outstanding performance or service which is clearly above the scope of the existing Certificate of Merit with the fixed honorarium of \$100. By the use of these two certificates for recognition of performance at different levels, a merit as well as an honor awards program is established in the Organization. It is believed this will stimulate wider use of the existing Certificate of Merit for superior performance of duty at the junior level.

The Honor Awards Board, now renamed the Honor and Merit Awards Board, will establish the criteria for granting the new certificate and will recommend to the Director the

amount of the honorarium to be given in each case. The board reviews all recommendations for honor and merit awards and makes recommendations to the Director, who approves each individual award.

The regulations which outline the policies and procedures for the administration of the Honor Awards Program in the Organization will be revised to include information concerning the new Certificate of Merit with Distinction.

SIMPLIFYING THE ALLOTMENT SYSTEM

In anticipation of our first cost-based budget in fiscal year 1962, the Organization is placing increasing emphasis on the use of cost data for management purposes. By fiscal year 1960, the Comptroller hopes to have all operations on a cost basis.

In the adoption of cost-based budgeting principles, one of our first tasks will be the development of an accounting system designed for cost purposes, since the adjustment of the existing system would not satisfactorily serve our purposes.

In the past, this Organization and other government agencies could not have satisfactory cost classifications in their obligational accounting systems, so a complex allotment structure was developed in an attempt to provide cost information to serve the management purposes of Operating Officials. The allotment system was intended only to control available funds and could never be designed to provide management, on a simplified basis, with information concerning the current use of resources.

The Bureau of the Budget, in its bulletin "Improvement of Financial Management in the Federal Government," makes this comment concerning the recent law requiring cost-based budgets and allotment simplification,

"... allotments of funds should be made at the highest practicable level, consistent with the

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requirements of agency management for control of obligations, and any limitations on the use of funds imposed by the executive and legislative branches. Accounting processes other than allotments should be employed to develop necessary operating or management data through use of cost classifications." (Emphasis supplied)

More accurate budget forecasts can be made when they are based on past experience reflecting the *total* use of resources; for example, stocks drawn from inventory as well as the payment of salaries. A budget forecast based on current costs is more effective and understandable than one based on the use of obligating authority, because the latter reflects both current and future costs, such as procurement for future delivery.

In moving toward a situation where allotments and costs serve their proper functions, the Organization experimented with a simplified allotment system, supported by cost center accounts, on a limited basis in fiscal year 1958. The results were sufficiently beneficial to warrant extending the simplification pattern to all components of the Organization in fiscal year 1959.

The pattern for 1959 is as follows:

25X1A Vouchered funds: one allotment each for headquarters, [REDACTED] and overseas components of the first organizational level under a Deputy Director.

Confidential funds:

1. Allotments for each project requiring an administrative plan or involving more than a fixed amount.
2. Allotments by activity and country for overseas operations. 25X1A
- 25X1A 3. Allotments for headquarters, [REDACTED] and overseas for all other operations of the first organizational level under a Deputy Director.

In those instances where management has indicated an interest in more detailed information, cost center accounts have been established for projects, activities, or organizational elements below the allotment level. Although the 1959 pattern is still being refined, the

number of allotments has already been reduced over fifty percent. The change in allotment structure must, of necessity, be gradual to assure understanding and to work out the operating problems resulting from the adjustments of the system.

The ultimate objective is to have single allotments for obligating authority for vouchered and confidential funds for the first organizational level under a Deputy Director, and as many cost center accounts as management at all levels may find necessary for the purposes of reviewing performance against planned and approved operations. To expedite the accomplishment of this objective, the Organization is experimenting with single allotments for two major organizational levels in fiscal year 1959.

The top-level management in the Organization believes that much benefit will derive from raising the level of obligating authority to provide greater flexibility in the use of Organization resources. This will facilitate program planning and direction, and furnish to Operating Officials the cost and obligation information necessary to control and evaluate daily operations.

SENIOR OFFICER SCHOOLS

Nineteen candidates will be selected early this fall to attend the 1959-1960 sessions of the Defense Colleges, the Advance Management Course at Harvard University, and the new Senior Officers Course of the Foreign Service Institute. Alternates will also be selected in case circumstances prevent the principals from attending or additional spaces in these schools become available.

Much interest is shown each year in the nomination and the selection of candidates to represent the Organization in these schools, since they are in fact the personal representatives of the Director to these institutions. The Career Council considers the candidates submitted by the Deputy Directors and makes its

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recommendations to the Director, who approves all persons to participate in the Senior Officer Schools. The system of selecting candidates for all these schools at the same time puts selection on a competitive basis. Candidates are chosen early in the fall for sessions scheduled the following year in order to allow more lead time for individuals who will attend to make their plans and for supervisors to obtain replacements.

In selecting an Organization representative to attend a senior staff training school, particular attention is given to the individual's qualifications, his current and possible future assignments, and also to his ability to contribute to the particular program. Participation in this high-level training broadens the individual's perspective, develops his potential, and helps to make him an executive of greater value to the Organization.

Since 1948, 80 senior individuals in the Organization have attended sessions of the Defense Colleges and the Harvard Management Course. It is hoped that arrangements can be made in the future for more representatives to have the benefit of participating in the training offered at the Senior Officer Schools.

PERSONNEL OFFICERS' CONFERENCE

Personnel officers from the headquarters offices, staffs, and divisions of the Organization met for a two-day conference on 9 and 10 June. The conference convened at a site several miles from the headquarters area in order to permit the conference body to devote its full attention to the topics on the agenda. Participants remained at the site overnight.

The agenda was divided into three major parts, each considered in terms of its direct relationship to the Organization: personnel management, personnel practices, and personnel problems.

The conference body, after meeting together for the first portion of the agenda, separated into smaller discussion groups.

Guest speakers presented specific items under the three major portions of the program and led discussion periods by the groups after the presentations.

Topics explored by the groups were the structure of personnel administration in the Organization, career planning and development, the Career Council, competitive promotions, the fitness report, training, manpower utilization, and communications.

In addition to the above, the position of the Organization in the Federal structure was explained and discussed.

Approximately 75 persons attended the conference, all of whom have an immediate responsibility in the personnel management program of the Organization.

Future conferences will be held at least annually.

POLICY ACADEMY PROPOSED

According to a recent Washington newspaper article, a few words spoken by a United States Senator two months ago, although apparently attracting little notice — save among his immediate audience at graduation ceremonies of the Industrial College of the Armed Forces — nevertheless took root in fertile soil.

Indeed, his idea is growing with such vigor as to suggest that it may, before long, materialize into one of the most important projects in Government since the dawn of the nuclear-and-space age.

PROPOSAL

It was on June 11 that Sen. Henry M. Jackson (D., Wash.), nearing the end of his formal address at the college, suggested the establishment of an "Academy of National Policy," whose purpose would be to rally the nation's learned talents. As Sen. Jackson explained:

"It could relate our scientific programs to the other fields of national policy, rethink existing assumptions, and give new directions to both scientific and political effort."

SB-11

Why? Because, as the plan's sponsor pointed out, despite the fact that a great deal has been done to mobilize scientific brains for the country's benefit in this era of enormous challenges, there is no channel available to let the Government benefit from the best talents in the humanities and the social sciences.

SERIOUS ISSUE

Yet, he emphasized, "the most serious issues we now face lie in the realm of science of human behavior."

So he proposed the establishment, "here in Washington, D. C." of an Academy of National Policy.

"What I visualize," he made clear, "is a rotating group of leaders in the sciences . . . social sciences . . . humanities, including men

of broad experience from business, labor, and public affairs. These men would spend a year or two at the Academy."

REACTION

What kind of soil has this seed fallen on?

The Brookings Institution, learning of the plan, arranged to distribute 100 copies of the speech to experts associated with the organization.

Both the Rockefeller Foundation and the Carnegie Foundation asked to be supplied with further details.

High officials in the Government have been in touch with Sen. Jackson, assuring him of their desire to explore the subject, because "they're conscious," as the Senator put it, "of the inadequacy of Government planning."

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